The American Institute of Architects:

**SDAT Program**

**Northampton, Massachusetts**

Prepared by:
AIA Center for Communities by Design

## Program Principles

- Multidisciplinary expertise
- Objectivity
- Community participation

## AIA Center for Communities by Design

The AIA's Center for Communities by Design is a catalyst, convener, and source of information that helps AIA members work with citizens and other stakeholders to envision and create more livable, healthy, safe, and sustainable communities.

## Sustainability

*The "long-term" view*

Helping a community evolve through integrated principles of

- **social equity**
- **respect for the environment**
- **strong economy**

not just for today, but for your grandchildren's grandchildren.

## SDAT

Sustainable Design Assessment Team

- SDATs bring a team of experts to work with community decision-makers on sustainability issues.
- The SDAT program provides broad assessments to help frame future policies or design solutions in the context of sustainability and help communities plan the first steps of implementation.

## Northampton's SDAT Topics

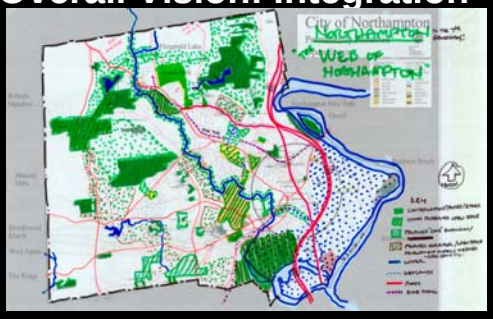
1. Land Use and Smart Growth
2. Open Space Planning
3. Transportation Options
4. Economic Development
5. Housing Affordability
6. Energy Conservation and Sources

## Overall Assessment – Many Strengths to build on

## Smart Growth: Assessment

**Smart Growth allows farmers and communities to save open space & farmland**

## Overall Vision: Integration



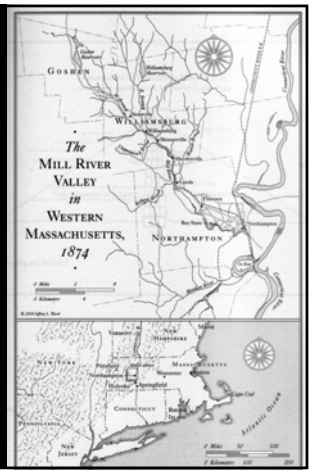

It's not about "either or" but something more.

## Land Use and Smart Growth – **Overall Assessment**

- Residents are passionate about their city and want to preserve its unique character
- Mixed expectations among residents as to a clear vision for the city
- Eclectic charm of the downtown is inviting for tourism and pedestrians
- Separate identities and niche markets have emerged
- Significant base of city population located proximate to downtown
- Historical settlement patterns provide framework for growth centers
- City located with within the Springfield/Hartford Metropolitan area.

## Overall Recommendation Themes

- Consider History
- Consider Region
- Promote Diversity of choices and options

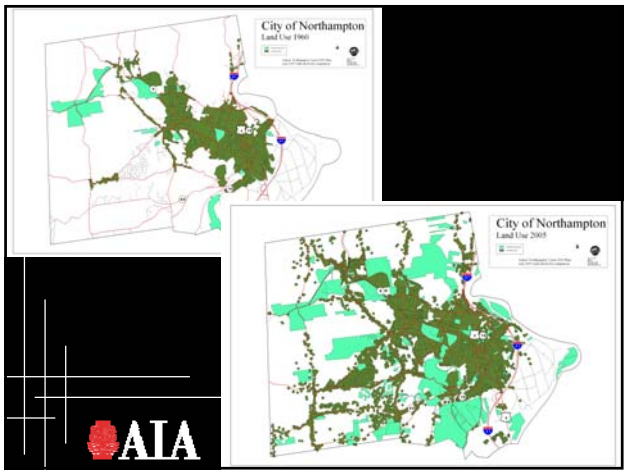



## Land Use and Smart Growth: **Strengths**

- Culturally diverse population base with strong intellectual capital
- Potential for institutional support and partnerships
- Strong public engagement
- Downtown is a regional destination
- Stable agriculture base
- Active real estate market

## Land Use and Smart Growth: **Weaknesses or Challenges**

- Lack of a comprehensive planning program
- Development review process requires predictability and less inconsistencies
- Appeals are an occasional remedy to decisions of land use board
- Current zoning conflicts with some of the city's conservation priorities
- Lack of implementation of broader municipal energy-efficiency goals




## Land Use and Smart Growth: **Opportunities and Vision**

**Protect the integrity of the entire community, economy, and environment with:**

- Growth that recognizes Center Based Development
- Improved transportation options for linkages throughout the community
- Wider range of housing choices (both fee simple and apartments)
- Development of a comprehensive network of open spaces linked by greenways
- Retention of "live-work" spaces for artists
- Retention of existing business and attraction of better paying jobs
- Land use planning that provides for energy efficient alternatives

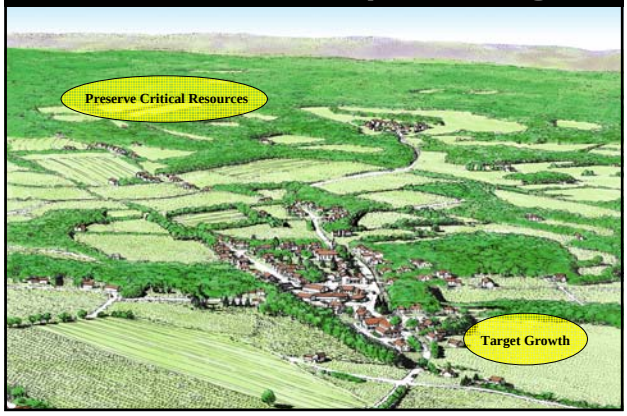
## Land Use and Smart Growth: Recommended Strategy #2 Infrastructure

1. Focus any new development to where a sufficiency of infrastructure capacity already exists.
2. Amend zone plan where necessary to reflect sufficiency of existing capacity
3. Establish clear priorities for a municipal Capital Improvement Program and tie them to planning implementation agenda and any infrastructure investment decision-making.
4. Development should be timed – linked to availability of infrastructure
5. Prioritization of staff resources to ensure pace and scale of future development is appropriately managed

## Land Use and Smart Growth: Recommended Strategy #1 Update the municipal Master Plan

1. Internal consistency with all elements and development regulations
2. Development regulations are consistent and integrated with relevant State and/or regional agency functional plans and regulations
3. Ensure the City has adequate staff and administrative support systems to perform the regulatory functions effectively and efficiently
4. Comprehensive plan should be more strategic to include a planning and implementation agenda with:
   - Goals
   - Indicators
   - Targets
   - Identification of Responsible Entity
   - Prospective Funding Source(s)

## Transfer of Development Rights



## Recommended Strategy #3 Implementation of a Transfer of Development Rights Program

1. Identification of Sending Areas to include areas in and proximate to:
   - Mineral Hills
   - Saw Mills
   - Fitzgerald Lake
   - Additional areas as determined by a fuller study
2. Identification of Receiving Areas to include:
   - Downtown
   - King Street
   - State Hospital site
   - Additional areas as determined by a fuller study

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## Green Infrastructure & Open Space

- Weaknesses/Challenges
  - Conflicts between need to enhance/protect/maintain natural areas and need for new development, especially in terms of funding priorities because new development creates new revenue.
  - Zoning models that indicate percentages of required open space, do not indicate the quality desired within these open spaces. This generates an open space requirement model that may not meet critical needs or multiple uses.
  - Barriers exist that limit access to Connecticut and Mill River.

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## Land Use and Smart Growth: Recommended Strategy #4 Recognition of Energy efficient land use planning

1. Amend zoning regulations to provide for alternative energy based economies (i.e. bio-diesel production and distributions centers) – Possibility for expansion of the Route 10 Business Park
2. Develop a cohesive network of bike paths around the city as a transportation option

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## Green Infrastructure & Open Space: Vision: "The Sustainable Web of Northampton"

- **Community pride** and community identity that highlights a conservation ethic that balances development needs with the protection of natural resources and local farms.
- **Integrated solutions** that reflect integrative nature of issues (connections between air quality, storing floodwaters, filtering pollutants from runoff, wildlife habitat protection, local food production, recreation needs, alternative transportation, renewable energy, affordable housing, strong economy and jobs, educational opportunities, celebrate the arts).
- **Green infrastructure** as dominant land use with developed areas primarily concentrated in compact, smart growth models. Reverse of 20% open space model which implies that 80% of the land is developed.

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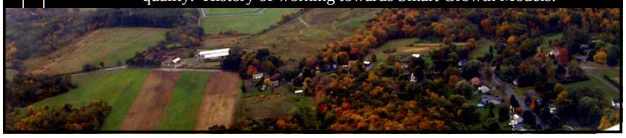
## Green Infrastructure & Open Space

- Strengths
  - Natural landscapes provide beauty, wildlife habitat, opportunities for recreation, natural flood protection control.
  - Agricultural landscapes provide a local food source and add to above ground flood control strategies.
  - Presence of Connecticut River, Mill River and Meadow District provide strong geographic elements and natural amenities with strong potential for human and wildlife use.
  - Parks and recreational opportunities augment natural areas.
  - Spirit of experimentation and valuing of environmental quality. History of working towards Smart Growth Models.



## Green Infrastructure & Open Space: Create Green Overlay District

- Expand core habitat areas
- Create/enhance corridors that connect habitat areas
- Enhance above ground strategies for storm water treatment that utilize wetlands, floodplains, daylighted streams, vegetative buffers and reduce impervious surface.
- Preserve/enhance agricultural lands and promote new models to expand urban agriculture (community gardens, youth agricultural programs tied to Smith Vocational School, expand organic gardens)
- Develop new development models that minimize fragmentation of habitat and forest by implementing open space goals that encourage connected greenbelt systems.

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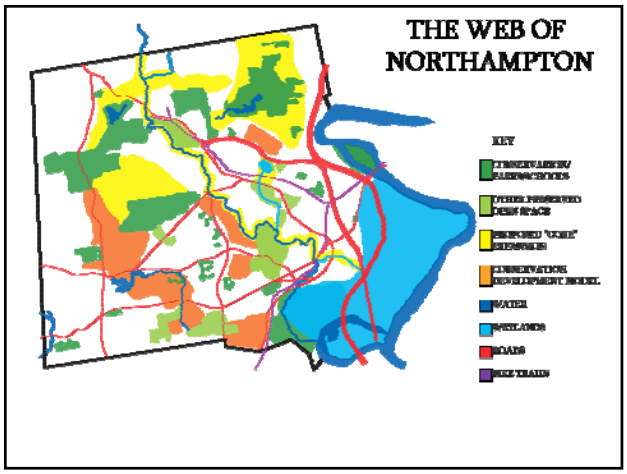


## Green Infrastructure & Open Space:
### Encourage Multiple Funding Mechanisms

- Transfer development rights (T.D.R.) model or conservation easements as mechanisms to protect natural areas.
- Fee structure incentives in project costs that provide for conservation of land for multiple uses (wildlife, recreation, trails, creative stormwater management, etc.). Balance with offsetting costs for affordable housing, or infrastructure costs, etc.
- Generate options to create an endowment in city to protect/enhance green infrastructure.
- Factor externalities into cost modeling -- long range cost inherent in loss of habitat, agricultural lands and disturbance of watersheds.

## Green Infrastructure & Open Space:
### Enhance Connections

**Connections to Connecticut River**
Improve access from city to Connecticut River.

**Connections to Mill River**
Enhance open space opportunities, provide bike/pedestrian trails, provide riparian buffer, enhance rain infiltration, implement daylighting projects, explore power generation options.

**Connections to Housing, Business & Industry**
Create quality open spaces that can be used for multiple uses. Narrow lanes widths on streets to allow additional space for pedestrians, bicyclists, trees, natural drainage.

## Green Infrastructure & Open Space:
### Summary: Serve Multiple Goals

- Trails/bike paths along greenways provide alternative transportation but also areas of scenic beauty, improve air quality, provide habitat protection, passive recreation, be accessible for people with disabilities.
- Sustainable models for storm water drainage provide for public health and safety but also preserve and enhance wetlands, provide habitat, recreation, opportunities for education.
- Increased wildlife habitat preservation can be linked to protection or enhancement of agricultural areas, wetland enhancements, provision of recreation, and integrated with more desirable housing models.
- Integrated approaches provide many educational opportunities and opportunities to integrate with the arts.

## Green Infrastructure & Open Space:
### Concentrate Growth to Preserve Open Space

**Strategies Within New Developments**

- In new developments, utilize "conservation subdivision design" strategies to balance new development with green infrastructure goals.
- Create quality open spaces within new developments that can be used for multiple uses (recreation, conservation, open space).

**Strategies for new green infrastructure in Urban Areas**

- In urban areas identify opportunities to create new pocket parks, plazas, habitat gardens, playgrounds, and other open space typologies.
- Create models for replacing open space loss: i.e. Within King Street redevelopment provide significant pockets of tree coverage, vegetative swales to absorb runoff, roof gardens, etc.

## Land Use and Transportation

## Land Use and Transportation: Strengths

- Citizens have the passion for creating a sustainable community.
- Downtown core is walkable and bikeable.
- Bike path system is growing.
- Current transit system is a good starting place.

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## Land Use and Transportation: Recommended Strategy

Prioritize a cross-town network of bike lanes and trails connecting neighborhoods with retail centers, schools, recreation centers and downtown.


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## Land Use and Transportation: Weaknesses or Challenges

- Congestion in the downtown core
- Access to retail services on King St is car oriented.
- Interstate, regional and local transit is limited.
- Bicycle lane network and connections to trails are incomplete.
- Many sidewalks don't meet Americans with Disability Act.

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## Land Use and Transportation: Recommended Strategy

Implement innovative traffic calling and bike facilities problem areas.

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## Land Use and Transportation: Opportunities and Vision

- Northampton is a vibrant community where all citizens are not dependent on car travel. People have pleasant, safe and plentiful transportation choices.

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## Land Use and Transportation: Recommended Strategy

Improve zoning and development incentives to encourage pedestrian investment in character districts along King Street.


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## Economic Development: 1. Assessment "You are better off than you think"

-Colleges and UMass increasingly influence Everything
-Centers of Employment
-Downtown Pedestrian Patterns

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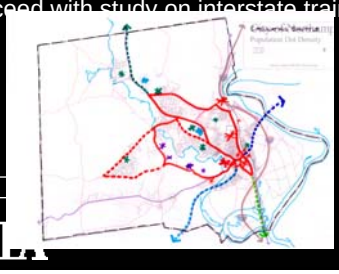
## Land Use and Transportation: Recommended Strategy

- Improve local transit: circulating shuttle connecting to regional transit and park & rides
- Proceed with study on interstate train service



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## Economic Development: 2."A High Quality of Life factor is attracting new residents"

-Luring power of arts and culture
-Relative affordability
-Creative thinkers environment
-Acceptance of diversity, creative opinions and lifestyles

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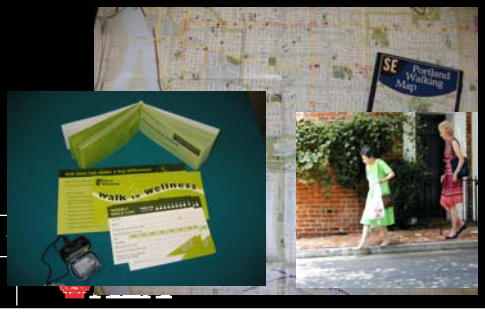
## Land Use and Transportation: Recommended Strategy

Develop and implement education and encouragement programs aimed at youth, adults and fragile citizens.




## Economic Development: 3. "Community wealth is increasing"

-Newcomers are bringing brains and bucks--not brawn
-Profile info and engagement is disjointed
-"Invisible" pool of less wealthy households

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## Economic Development: Opportunities and Vision

Visions help define and describe who you are and who you can become

"Northampton is a Community that Lives to Give"

Continuing Wealth Creation

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## Economic Development: Recommended Strategy

**Accelerate Embracing of Sustainability in More Meaningful Ways**

-Preserve and protect agricultural assets---Meadows to State St. linkages "Buy Local"

-Preserve and protect historic and cultural assets-221 Pine Arts & Industry building

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## Economic Development: Recommended Strategy

**ReThink Pleasant King Corridor**

-reCognize its value as primary entry gateway into the community

-reZone into character districts

-reGenerate economic importance respectful of differing character traits-Hill and Dale land choices

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## Economic Development: Recommended Strategy

-Transition toward niche bio-based economy---not a trade off to current service/tourism based sectors.

-Capitalize and commercialize the local brain power of educated creative class members for R & D substitute product development

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## Economic Development: Recommended Strategy

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## Economic Development: Recommended Strategy

**Create, Monitor and Display Sustainable Indicators of Progress and Successes**

-Its about a process-Creative and Continuous

-Role of citizens to develop the indicators and scoreboard

-Newspapers, urinals and Budweiser substitutions

-Local venture capital is both human as well as financial resource based-"Tapping the Local Well"

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## Economic Development: Recommended Strategy


**Create Economic Zones of Sustainability**

-Route 10 business park as complete model of Sustainability--- road design to green build incentives.

-Increase art forms creation and display places --- Downtown to Florence---and spaces in-between

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## Housing Affordability: Assessment

Folks want to live here: Happy Valley
Attracted to small town semi-rural character & natural setting

- Want to stay as age
- Want kids to stay
- Want to come from the big city

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## Economic Development: Recommended Strategy

-Hospital Hill Master Plan is starting point—focus on implementation

-Utilize BID downtown and in neighborhood commercial districts.

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## Housing Affordability: Assessment

Cost of housing disproportionate to income
- "Hidden Community" – service workers
- Middle class – nurse, firefighter, artist

Lack of housing choices in the middle
- Market rate affordable
- Move up from projects
- First time homebuyer

Speculative housing market
Condo-ization of apartments

Maintain character -
but respond to changing needs

## Economic Development: Recommended Strategy

**Economic Space Creation-Business Infill**

**Focus Zones**

-Downtown Parking Lots/Brewery Park

-Art placement, greenspaces and signage improvements

-Pleasant King Corridor-Hill & Honda land choices

-Year-around marketplace development

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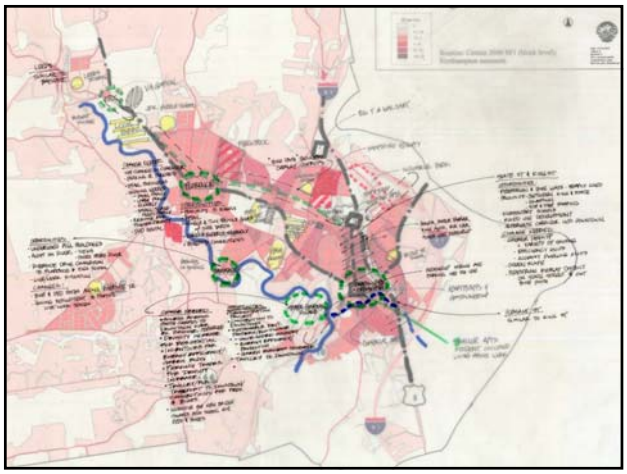
## Housing Affordability: Opportunities and Vision

Affordable lifestyle
work – services – home
Efficient use of space
build out &
enhance existing fabric
Range of housing types
efficiency apartments / mixed use / infill / cottage style / cluster development / live-work / artist studios / special needs
Eco-friendly design & development



## Housing Affordability:
### Hospital Hill Eco-Industrial Park & Sustainable Development Demonstration Project

Green business incubator
- Local value-added products
- Sustainable building materials & products
- Research & education center

Eco-friendly development
- Model for Northhampton and region
- Pedestrian / bike friendly – transit connections
- Linkages through Smith campus
- Green infrastructure
- Healthy, energy efficient homes
- Density: more homes fewer cars

## Housing Affordability:
## King St. – Pleasant St. Corridor

Mixed use zoning – Stop & Shop south through Pleasant Street

Pedestrian overlay district

State St. as walking / biking zone

Infill development

Develop parking lots for housing

## Housing Affordability:
## Summary

HOW?

Zoning: increased density / mixed use / smaller lots / accessory dwelling units

Creative design: densify within character

Development trade-offs: allow greater density for creation of amenities

Receiving zones – transfer of development rights

Transportation options & green infrastructure

Beyond the market: non-profit development; land trust; capitalize on current green development funding sources

## Housing Affordability:
## Florence Village Center

Character: child and elderly friendly

Create additional housing options
- Accessory dwelling units
- Small scale multi-family: 2-3 family homes; cohousing; cottage housing
- Narrow lots

Enhanced retail – more people to support greater range of business (video store)

Bike linkages to town / high school / Look park

## Energy + Sustainability:

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## Energy + Sustainability: Assessment

- Consumption vs. Production – Northampton – In Balance or Imbalanced???
  - "Has oil peaked?….shortages a permanent way of life" USA Today Cover Story – Monday, 17 October, 2005
- $18 M /year fuel costs for NH residential sector alone
- Unpredictable future – dependence on imported and non renewables
- Little to no structured support for sustainable development

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## Energy + Sustainability: Recommended Strategy

**EDUCATION**

- Re–constitute NERC (Northampton Energy Resource Commission)
- **GROW GREEN** -Appoint Town Energy Officer – Create a Director of Sustainable Practices – Provide an Office of Sustainability
- Offer monthly energy programs, workshops, tours, artist's exhibitions, etc.
- Implement "Energy 101" into public school system
- Recognize and reward measurable results and goals achieved
- Collaborate efforts with SMITH and SMITH (Smith College and Smith Voc)

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## Energy + Sustainability: Assessment

- Strong commitment to energy savings and wise energy utilization – good community awareness
- Member and participant in ICLEI
- Climate and region offers sustainable energy opportunities with few obstacles

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## Energy + Sustainability: Recommended Strategy

**CONSERVATION**

- Develop, establish and implement **"NHSEG" - The Northampton Sustainable Energy Guide**
- Offer energy audits for residential and commercial sector
- Provide incentives for energy savings measures
- Explore and emphasize restoration and preservation as a conservation measure
- Inventory, audit all Municipal Buildings
- Implement strategies/conservation opportunities – measure and monitor results

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## Energy + Sustainability: Opportunities and Vision

- City could and should lead "Best Practices" of energy consumption and wise energy utilization
- Promote conservation both locally and regionally
- Collaborate with neighbors
- Move from petroleum base toward renewable base - 3 percent/year
- Optimize energy opportunities with citizens, developers, academy, enterprise, artistic and business communities
- **LIVE TO GIVE**

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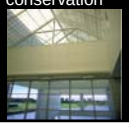
## Energy + Sustainability: Recommended Strategy

**RENEWABLES**

- Implement Landfill Methane Project – explore multi use energy opportunities for value enhancement – Add "No idling" to No Smoking
- Convert Municipal fleet to bio-diesel
- Implement **GO SUN** opportunities when and where possible – PV, Passive Heating, Daylighting, Water Heating
- Utilize wood as local resource for bio-fuel, while managing forests
- Explore wind energy, hydropower, and other renewables (grease car, food waste, etc.) for consideration
- Investigate local agri-economy for food production
- Consider alternatives to waste treatment and water conservation
- Maintain **"DIVERSIFIED ENERGY PORTFOLIO"**



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## Energy + Sustainability: Recommended Strategy

**DEMONSTRATION**

- Require and incorporate conservation and alternative strategies in Hospital Hill Project – consider solar and co-generation, eco-enterprises, among other green strategies
- Evaluate sustainable options for Senior Center Project – work for LEED Certification – recognize the **SENIOR VALUE**
- Partnership with Smith College and Pioneer Valley – share resources and successes
- Utilize **"NHSEG"** for all new and major renovation projects - move from ordinary (good) to extra-ordinary (exemplary)
- **DEMONSTRATE** the opportunities – **EDUCATE** the community **CELEBRATE** SUSTAINABLE ACHIEVEMENTS!!!

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## Continue Public Discussion

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## Energy + Sustainability:

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## Be Accurate

- Verify Information and sources for truly sustainable decision making

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## Moving Forward from Here

- This SDAT process is a beginning step, not a completion.
- Use these suggestions and recommendations for your analysis, review and comprehensive planning.

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## Be Visionary

## Be Sustainable

- Environment
- Economy
- Social Equity

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## AIA Center for Communities by Design: Contact Information

**www.aia.org/livable**
**communitiesbydesign@aia.org**

AIA National Component
Center for Communities by Design
1735 New York Avenue NW
Washington, DC 20006-5292

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# Northampton SDAT: Team Members

**Dennis A. Andrejko, AIA, NCARB**
SDAT Team Member: Energy Programs and Alternatives

Dennis is principal of Andrejko + Associates and Associate Professor of Architecture at the University at Buffalo, State University of New York. From 1990-1999 he was Interim Chair and Director of Architecture; heading the School of Architecture and Planning's Department of Architecture, consisting of both undergraduate (pre-professional) and graduate (professional) degree programs servicing over 400 students. His primary teaching responsibilities include upper division and graduate level design studios; and energy, environment and technology courses – focusing on sustainable and passive solar design.

He received a Bachelor of Architecture, cum laude, at Arizona State University and a Master of Architecture in Advanced Studies at Massachusetts Institute of Technology. While at MIT he was part of the research group that developed transparent insulation (Heat Mirror), now commonly used in window applications. He is a registered architect in New York, California and Arizona and has extensive passive solar and sustainable design experience, particularly with residential applications, with projects in over 20 states.

His work has been published in numerous books and magazines including Solar Age, Solar Today, Sunset Magazine, Research and Design and Progressive Architecture, and has been exhibited throughout West Germany, Japan and Canada. His Western New York home was the cover photo and feature article for the November, 1994 Solar Today magazine, and he and his work has been featured in several local newspaper articles and television segments He is co-author of Passive Solar Architecture: Logic and Beauty (Van Nostrand Reinhold, 1982), editor of Technical Assessment of Solar Energy Technologies (ASES, 1989), former Associate Editor for both the Passive Solar Journal and the international publication Solar Energy Journal. He was co-editor of the 8th National Passive Solar Conference Proceedings, the 12th National Passive Solar Conference Proceedings and the Proceedings of the 1987 Annual American Solar Energy Society Meeting. He was General Program Chairman for the 9th National Passive Solar Conference and Technical Program Chairman for the 6th National Passive Solar Conference. He has contributed to the Seventh, Eighth, Ninth and Tenth Editions of Architectural Graphic Standards.

Professor Andrejko is a member of the American and International Solar Energy Societies (ASES and ISES), Society of Building Science Educators (SBSE), American Institute of Architects (AIA) and National Council of Architectural Registration Boards (NCARB). In 2002 and 2003 he served as President of the Buffalo/Western New York Chapter of the American Institute of Architects. He presently serves as Regional Director to the New York State American Institute of Architects.

Above all, Mr. Andrejko maintains a vital and active family life with his vivacious wife Mary and beautiful high school daughter Jynelle. In addition to his interest in photography, racquetball and golf, he and his family travel extensively. Complementing his home life with Mary and Jynelle, he has two college age sons, Erik and Bryan.

**Peter J. Arsenault, AIA, NCARB, LEED-AP**
SDAT Team Leader

Peter Arsenault is a licensed architect with over 27 years of experience in the design, planning, and

construction of buildings and communities of many different types and styles. A 1977 graduate of Syracuse University, he earned degrees in both architecture and sociology with an emphasis on urban design and environmental planning. Since 1980, even before the term "green" architecture was popularized, he has focused his work on the principles of energy consciousness, environmental sensibility, and sustainable design. Mr. Arsenault has served clients throughout the Northeastern United States including large and small U.S. corporations, Federal and State government agencies, not-for-profit associations, and private individuals. His innovative work includes research and design of energy-efficient, livable buildings and systems using measures such as passive solar design, natural daylighting, ventilation, and building envelope techniques. Additionally, he is known for his experience in affordable housing and sustainable community work. Results of some of his work have been published in technical journals, books and magazines.

Mr. Arsenault's practice experience has been equally broad based. In addition to establishing his own private practice of architecture, he is a co-founder and former CEO of Synertech Systems Corporation dedicated to energy research and consulting. He has served as the Chief Operating Officer and Vice President of Architecture for NKB Engineers, PC, a multi-discipline Architecture and Engineering firm engaged in institutional, governmental and commercial work. From 1999 – 2004, he focused his attention on urban and regional planning and economic development issues in the 5 county Central New York region working for the Metropolitan Development Association of Syracuse and Central NY and the Downtown Committee of Syracuse.

Recognized as a leader within the profession of architecture, Mr. Arsenault currently serves on the National Board of Directors of the American Institute of Architects (AIA). He has also served previously as President of the New York State and Central New York Components of the AIA. His firm is a member of the US Green Building Council and in 2004 he was elected as the Charter President of a private not-for-profit organization known as GreeningUSA dedicated to improving the sustainability of communities throughout the United States.

Married with four grown children, Mr. Arsenault has willingly volunteered his time and talents to Community organizations such as the Girl Scouts, Boy Scouts, and Church organizations. He and his wife live in Syracuse, NY.

**Rick Chapla**
SDAT Team Member: Economic Development – General and Sustainable Industries

Rick is a native of Grand Rapids and has been involved with community development and land use planning for 25 years. His formal education includes a BA degree in Urban Studies from Aquinas College, received in 1975, and a master's degree in Urban Planning from the University of Michigan, received in 1977.

His work experience includes 16 years with the City of Muskegon, a West Michigan shoreline community of 40,000 where he served in a variety of positions, including Director of Planning and Economic Development. He also worked with EARTH TECH, a multi disciplinary consulting company where he specialized in land-use planning, grantswriting, environmental studies and lay planner training.

Rick has been with The Right Place Program since June 1996 as Vice President for Redevelopment. His responsibilities include assisting the City of Grand Rapids with implementing a variety of economic development policies and programs involving the use and re-use of buildings and properties.

Rick is a member of the Grand Valley Metro Council's Public Information and Education Committee and

a member of Michigan State University's Victor Institute for Responsible Land Development and Use. He also serves on MSU's United Growth for Kent County's Urban Committee.

He is a member of Kent County's AccessKent Enhanced Access Board of Directors.
He is Board member with the Land Conservancy of West Michigan. He is a member of the Aquinas College Alumni Board of Directors and also an adjunct faculty with the Political Science Department teaching Urban Government and Politics.

Rick is a Past President of the Michigan Society of Planning Officials now known as the Michigan Society of Planning, a statewide planning organization with almost 5,000 members.

He is a past member of the Board of Directors for the Michigan Historic Preservation Network; a statewide citizen organization dedicated to protecting and preserving Michigan's historic resources.

Rick is a past member of the East Grand Rapids Planning Commission and served as chairperson for four years.

Rick and his wife Willow, have twin boys Gabe and Nate who are seniors and attend the East Grand Rapids High School. They have a daughter, Hannah, who attends the East Grand Rapids Middle School.

**Joseph I. Donald, PP**
SDAT Team Member: Land Use and Smart Growth

Joseph Donald is a licensed Professional Planner with a strong background in residential and commercial real estate appraising. He currently serves as the Deputy Executive Director for the New Jersey Department of Community Affairs - Office of Smart Growth, formerly known as the Office of State Planning. His primary responsibilities are focused on providing staff resources to the New Jersey State Planning Commission, which is responsible for the preparation and implementation of the State Development and Redevelopment Plan. He joined the New Jersey Department of Community Affairs in January 2000 after spending 5 years with the City of East Orange, where he managed the Divisions of Economic Development and Comprehensive Planning in addition to serving as the Planning Board Secretary and Acting Zoning Officer.

Joseph is also an adjunct professor in the Department of Public Policy and Administration, Rutgers University Campus at Camden, where he teaches Social Public Policy Planning. He holds a Master's Degree in City and Regional Planning from the Edward J. Bloustein School of Planning and Public Policy, Rutgers University, a Bachelor of Arts Degree in Urban Studies from University College, at Rutgers University, and a Certificate in Education from Avery Hill College, at the University of London. He is also a recent graduate of the Andrews University-North American Division Evangelism Institute Extension School that was held in Columbia, Maryland.

He is the recipient of various academic and planning awards, including recognitions from the American Institute of Certified Planners and the Society for American and Regional Planning History and Historic Urban Plans of Ithaca. Earlier this year, he was conferred with the Teamwork Partnership Achievement Award by the New Jersey Employee Awards Committee for being a participating member of the State's Interagency Smart Growth & Project Review Team. In support of regional smart growth initiatives, he serves as a board member and jurist for the Delaware Valley Smart Growth Alliance, a collaborative initiative of various government, private sector and non-profit organizations in the Greater Philadelphia tri-state region encompassing Southeastern Pennsylvania, Southern New Jersey, and Delaware.

On a more personal level, Joseph was born in London England, the son of Jamaican parents. He has lived in the United States since 1981. He is married and is the father of three daughters. An avid sports enthusiast, he enjoys the benefits of exercise and is a third degree black belt in Judo. Additional successes in this sport led to his becoming an international competitor for eleven years with notable successes in National, European and World Championships. He is a graduate of the Leadership New Jersey Class of 2000 and was the founder and Executive Director of a Community Based Organization located in Central New Jersey. Lastly, and in response to his support for cross-cultural understanding and appreciation, he was appointed to coordinate and facilitate cultural sensitivity training workshops with the Lakewood Township Police Department in New Jersey.

**Karen Frost**
SDAT Team Member: Land Use and Transportation

Karen Frost became a livable cities advocate by way of the bicycle. With a Fine Arts degree from San Jose State College, she has been a teacher, graphic designer, marketing manager, and most happily, active transportation advocate.
As the former Executive Director and Program Director of the statewide Bicycle Transportation Alliance in Portland Oregon, Karen has worked with hundreds of citizens and employers around the state, TriMet (transit agency), the city of Portland, Multnomah County, Metro (regional government), and the Oregon Department of Transportation to improve infrastructure and implement programs that encourage travel by bicycle, foot and transit. She just completed two four-year terms on the Oregon Bicycle and Pedestrian Advisory Committee that advises ODOT on bike/ped issues. She is a member of the Oregon Natural Step Network, the Coalition for a Livable Future and the Bicycle Transportation Alliance.

In 2004 she brought her passion to the workplace as The Frost Company. Karen helps employers understand the connection between over reliance on the automobile, poor employee health and the crushing economic impact on health insurance rates, workers comp and low productivity. She and her associates help employees realize the personal benefits of driving less and the “how-to” of transit, walking and biking through individual coaching, small group presentations and incentive programs.

**Margarita Hill, ASLA**
SDAT Team Member: Land Use and Green Infrastructure/Agriculture/Open Space

Margarita has taught community planning and design courses in California, Maryland, Washington, and as visiting lecturer in Israel, Uruguay, Costa Rica and Spain. Her applied research programs support grassroots, sustainable development practices that strengthen the ability of stakeholders to mobilize their resources towards local problem solving efforts focused on community design and revitalization. She is also interested in multi-cultural aspects of design and planning and interdisciplinary collaborations. Before coming to Cal Poly, Prof. Hill was the Landscape Architecture Program Coordinator at the University of Maryland where she taught for 12 years and supported community revitalization efforts in ten communities within Prince George's County through her design, planning and research programs. She holds a BSLA and MSCD from the University of California, Davis. Prof. Hill is currently conducting research on the Best Practices for Sustainable Development Program of the United Nations.

**Ann Livingston, Esq.**
SDAT Staff

As a Director at the AIA Center for Communities by Design Ann focuses on the relationship-building aspects of creating healthy, sustainable, safe and livable communities including selected initiatives involving community outreach, facilitation, and training to foster leadership opportunities for AIA members, AIA local components, and the public at large.

Ann has extensive experience in land use and community development issues. In her previous position as Senior Research Associate at the Wirth Chair at the University of Colorado at Denver, Ann analyzed policies related to sustainable development and worked with a broad range of interest groups in order to advance policy solutions that promote socially, economically, and environmentally sound communities. In various positions she has facilitated meetings focused on complex and contentious land use and development issues, successfully built broad based coalitions, provided community outreach, and worked as an advocate for smart growth policies at the local, regional, state, and federal levels. Ann has authored and peer reviewed numerous policy papers; she provided guidance for "The Link Between Growth Management and Housing Affordability: The Academic Evidence" published by The Brookings Institution Center on Urban and Metropolitan Policy. Prior to leaving Colorado, she held seats on several committees and work groups of the Denver Regional Council of Governments.

Ann has also held the positions of Land Use Attorney at Environment Colorado; Research Assistant at Natural Resources Law Center; Legal Intern at the Natural Resources & Environment Section of the Colorado Attorney General's Office; and Legal Intern at USDA, Office of General Counsel.

Ann holds a Juris Doctorate and an interdisciplinary Graduate Certificate in Environmental Policy from the University of Colorado School of Law in Boulder. She earned a B.A. from the University of Florida, with a major in English and minor in Anthropology. Ann is a member of the Colorado Bar, a member of ULI, and an alumni of the Growth Management Leadership Alliance.

**Sandra Mallory**
SDAT Team Member: Economic Development/ Social Issues: Housing Affordability

Sandra is a Project Architect at Environmental Works Community Design Center (EW) in Seattle where, in addition to her design work, she works to expand and promote the organization's green building capacity. She spearheaded the LEED process for Traugott Terrace, located in downtown Seattle, the first LEED certified affordable housing project in the country. Currently, she is Project Architect on Chestnut Street Housing, a mixed-use affordable housing project under construction in Bellingham, WA designed to achieve a LEED silver rating. Sandra manages EW's Sustaining Affordable Communities initiative which is aimed at providing sustainable design assistance and education to EW's non-profit clients. As part of that initiative, Sandra is conducting Post Occupancy Evaluations of both Traugott Terrace and the EW designed sustainable childcare at The Evergreen State College. She has worked as a trainer with the BetterBricks program of the Northwest Energy Efficiency Alliance, teaches a one-day energy unit for Seattle's Sustainable Building Advisor Program and has taught the Environmental Principles course at the University of Washington Department of Architecture. Previous to moving to Seattle in 2000, she taught all aspects of environmentally responsible design for three years in the interdisciplinary graduate Sustainable Systems Program at Slippery Rock University. Sandra is a LEED Accredited Professional with the U.S. Green Building Council, Secretary/Treasurer of the Society of Building Science Educators and a member of the American Solar Energy Society.